

Become a Company Customers **Love** and Can't Live Without

**THE Five decisions of beloved
& prosperous companies.**

**"I LOVE YOU
MORE THAN
MY DOG"**

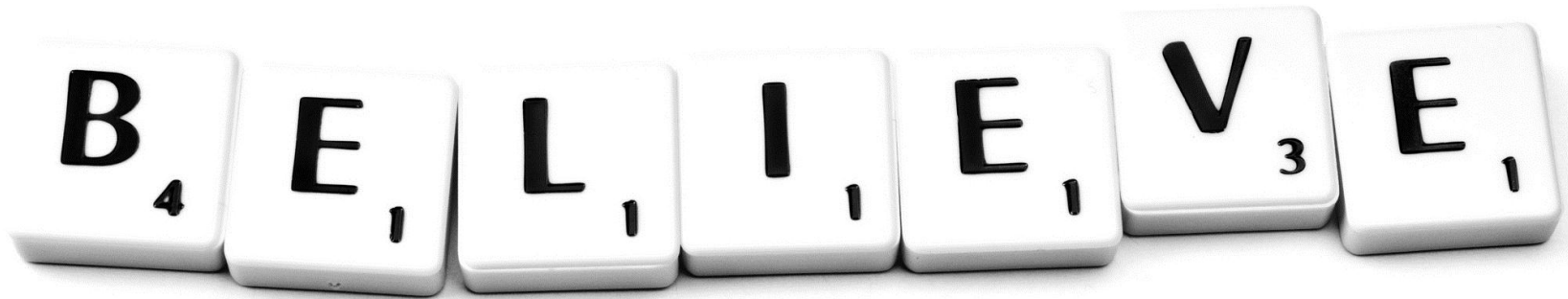
Five Decisions that Drive
Extreme Customer Loyalty
in Good Times and Bad

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Afterword by
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"I believe in this book!"
-from the foreword, COLLEEN BARRETT,
President Emeritus, Southwest Airlines



Show me the person you honor, for I know better by that the kind of person you are. For you show me what your idea of humanity is.

--Thomas Carlyle

Believe

Customer as Asset

Suspend Cynicism

5 Actions:

Decide to Believe:

1. Revamp how you hire - start with core values.
2. Create a “kill a stupid rule” movement
3. Let customers key their feedback right on to your homepage
4. Every month, get rid of more fine print.
5. Share your financials with employees.

ACTIVITY #1: Are Customers Assets or Cost Centers?

Team up with the person sitting next to you. Record your answers below.

If we value customers as assets, what should we consider doing differently, when...

We first come in contact with them?

They contact us for information?

They register a complaint or a concern?

They make a special request?

They call with an urgent situation?

Their business changes?

What's Our Story: How Do We Believe?

	Never	Sometimes	Always		
1. In decision making, we yield to employees' natural instincts to do the right thing. <i>We believe employees will live by the values, spirit, and passion for which they were chosen.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
2. We reward and recognize employees for innovation, ingenuity and thinking on their feet. <i>We reinforce our belief in employees.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
3. We elevate the dignity of employees by removing unnecessary rules and policies. <i>We release control so employees can innovate and solve problems.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
4. In customer relationships we honor the dignity of customers. <i>We strive to remove policies and procedures that protect "us" from "them."</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
5. We believe customers are an asset, not a cost center. <i>Our decisions and choices are guided by investing in these relationships.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>



CLARITY

Of Purpose

Clarity of Purpose

Improve Their Life

Memory Creation

5 Actions:

Decide With Clarity of Purpose

1. Decide- what pushes your “yes” and “no” buttons
2. Determine your higher purpose with customers
3. Establish your “bookend” customer experiences
4. Get rid legacy industry practices that make you look “vanilla”
5. Hire “memory makers” not just functional experts.

GROUP DISCUSSION:

What's our version of
“getting rid of the ropes?”

What's Our Story: Do We Have Clarity of Purpose?

	Never	Sometimes	Always		
1. Our customer experience is defined the same by everyone. <i>It unites how we execute. Ten random people polled would define our customer experience in the same manner.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
2. Our policies, procedures and operations are not guided by legacy industry practices. <i>Delivering on our promise gives us the courage to break from tradition.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
3. We constantly refresh what we sell and deliver. <i>As products and services change, we stay true to our promise to customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
4. Conditions for serving customers and supporting employees must always be met in decision-making. <i>We know what pushes our "yes" button.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
5. Clarity of purpose unites our organization. <i>In decision making we align to this purpose, to our promise to customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>



**Decide to be
REAL**

I think that somehow, we learn who we really are and then live with that decision.

-- Eleanor Roosevelt

Be Real

People, Not Accounts

Show your Values

5 Actions:

Decide to Be Real

1. Get rid of the jargon in how you talk to and about customers
2. “Be a Customer” – require everyone to do this once per quarter
3. Create a hiring process unique to your business
4. Rewrite your communication so you’d want to read it
5. Start all new hire orientation with walking in your customers’ shoes

ACTIVITY #3

How REAL Is Our Communication with Customers?

“ACRONYM SOUP”

Abcdefg

1. Stand up, choose a partner.
2. Turn to your partner and begin a conversation using as much “lingo” and acronyms you use in your daily conversations.
3. Talk this “internal” talk for two minutes.

What's Our Story: Are we **Real**?

	Never	Sometimes	Always		
1. We reinforce empathy by walking in our customers' shoes. <i>We strive to understand our customers to better serve them in their lives.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
2. We obsess about the moments of connection with our customers. <i>We relate personally with our customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
3. We encourage employees to "bend over backwards" for customers and each other. <i>We encourage flexibility and gut.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
4. We make decisions by envisioning customers in their lives and become part of their lives in a natural way. <i>We build open and genuine relationships by staying connected with customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
5. We blend our personal instincts with our business decisions to achieve extraordinary outcomes. <i>We encourage our people to take their best version of themselves to work and into their relationships with customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

Decide to be there.



Be There

Earn the Right

Herd the Cats

5 Actions:

Decide to Be There

1. Identify the top five contact points that matter most to customers
2. Give your frontline hero actions they can take - without asking!
3. Give customers a seat at the table when you design products
4. Fix how you hand off customers when service providers change
5. In those top five contacts - get rid of the clunky silo hand-offs

Experience Reliability: EARNING the Right To Grow.

Label each stage of your customer experience below, then check the silos that should be involved to deliver a perfect experience. Finally, rate how well you are coordinating across the silos today.

This will give you a sense of the work ahead.

CUSTOMER EXPERIENCE STAGES

Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____	Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____	Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____	Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____	Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____	Silos Involved <input type="checkbox"/> Sales <input type="checkbox"/> Marketing <input type="checkbox"/> Operations <input type="checkbox"/> Finance <input type="checkbox"/> Website <input type="checkbox"/> Billing <input type="checkbox"/> IT <input type="checkbox"/> Product <input type="checkbox"/> Other _____
Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal	Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal	Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal	Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal	Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal	Coordination <input type="checkbox"/> Moderate <input type="checkbox"/> Difficult <input type="checkbox"/> Brutal

What's Our Story: Do We Decide to Be There?


	Never	Sometimes	Always		
1. We prioritize investments based on meeting customer needs and priorities. <i>We allocate resources to impact customers' lives, because we know what makes them tick.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

	Never	Sometimes	Always		
2. We are quick to fill orders in a manner that customers expect and deserve. <i>We don't make promises we can't keep.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

	Never	Sometimes	Always		
3. We know the moments in our customers' lives when they need us the most and dedicate parts of our experience to those moments. <i>We make the experience memorable.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

	Never	Sometimes	Always		
4. We make decisions by envisioning customers in their lives and become part of their lives in a natural way. <i>We build open and genuine relationships by staying connected with customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

	Never	Sometimes	Always		
5. The boundaries of our organization chart don't keep people from going the extra mile. <i>We work collaboratively for customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>



I am sorry!

Say Sorry

Accept Accountability

Repair the Connection

with Honesty & Humility


5 Actions:

Decide to Say Sorry

1. Establish your own version of the daily overview meeting
2. Ask the frontline what they need to rescue customers in distress
3. Create the action plan that kicks into place when a failure occurs
4. Establish five very human responses to mistakes
5. Re-entrench core values – so you act from them in service failures

Passing THE BUCK DEADLY EXCUSES (that kill customer relationships)



1. Grab the  buck from the end of your table
2. Hold the buck, give an excuse
3. Continue to pass the buck all the way down your table
4. Best “excuser” – you take the buck!

What's Our Story: How Do We Say Sorry?

	Never	Sometimes	Always		
1. We let customers know when something goes wrong. <i>As soon as we know of a service failure, we inform customers and prepare a swift recovery.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
2. When times are tough, this is a shining moment for our culture. <i>We create an environment in which everyone knows and has permission to do the right thing.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
3. When failures occur, we act decisively, and in the customers' best interest. <i>We are accountable and responsible.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
4. We motivate and equip the frontline to think on their feet for customers in distress. <i>Our employees can "rescue" customers.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>
	Never	Sometimes	Always		
5. We learn and change from our mistakes. <i>Mistakes are rigorously evaluated and under-stood. We change the actions causing them.</i>	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

www.customerbliss.com

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- Free Reality Check Audit
- Electronic Diagnostic

